

14 DEC 1972

72-1750  
22-6401

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support

SUBJECT: Personnel Reduction

1. The Agency has been instructed to reduce its staff strength [ ] 25X1  
positions from our present ceiling by 30 June 1974.

2. Last Spring, at the time of the FY 1974 program review, each Deputy was asked to identify where he would make a [ ] cut 25X1  
from the numbers then under consideration. Each produced a cut list, although not all of them met the five percent criteria; in some cases, the reductions offered were highly infeasible.

3. We must now again re-evaluate our staffing situation. The Agency is already committed to the position that a cut can be made without causing a political flap, any serious disruption of our work, or affect on the viability of this Agency. Our job is to prove these contentions.

4. I think the best way of attacking the problem is by asking each of you to resubmit your thoughts as to where reductions might be made. I hope you will consider both your own areas and also those activities which cut across the Directorate lines.

5. In order to stay way from quotas, I ask that each of you make a real effort to provide answers to the questions on the first sheet of this package. Attached is a first set of questions which each Directorate is asked to address. In addition, there are attached

[ ] 25X1

questions designed to direct your attention to specific areas in your organizations which seem to me to need review. You may or may not agree with my choices, but I ask that you look at these matters.

6. This is an important exercise. The decisions finally made on personnel will also affect the dollar changes we have to make both this year and next. Some of these decisions could also change the way we go about our business. I would like to have your replies by close of business 22 December.

/s/

W. E. Colby  
Executive Director-Comptroller

Attachments:

Personnel Reduction Exercise - Questions for all Directorates  
Individual Directorate Matters

Distribution:

- 1 - Each Addressee
- ① - ExDir
- 1 - ER
- 1 - ELS Chrono
- 1 - PPB Subject

O/PPB/[ ] pjpg (13 Dec 72)

- 1 - each Group Chief
- 1 - each Staff Chief
- 1 - C/BMS
- 1 - SA/D/PPB
- 1 - NO/D C

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Personnel Reduction Exercise

Questions to be addressed by each Directorate

1. Which activities warrant reduction or termination because of low priority or low productivity? Describe why; staff positions to be saved; the time period necessary to make the reduction; and any issues which need resolution before the reduction can take place.
2. What personnel savings could be accomplished by reorganizations and consolidation of activities? Describe how; staff positions to be saved; the time period necessary to make the savings; and any issues which need resolution before the reductions can take place.
3. What personnel savings could be accomplished by additional capital investment (mechanization) or other management improvements? Describe how; staff positions to be saved; the time period and additional funds necessary to make the reductions; and any issues which need resolution before the reductions can take place.
4. Based on your own estimates of attrition, estimate your year end on-duty strength for FY 73 and FY 74 by office. Describe any area where personnel savings could be made without a serious loss of effectiveness by a freeze or slowdown on recruiting.
5. All questions should be addressed as applying to the period from 31 December 1972 to 30 June 1974.

Personnel Reduction Exercise

Intelligence Directorate Matters

1. Will automation of the FBIS daily report save positions?  
If so, how soon can this be accomplished?
2. Could FBIS translation services be trimmed? How much?
3. Could OBGI make personnel savings in the NIS division without materially affecting the product?
4. CRS is operating understrength. Could the vacant positions be given up?
5. Can OCI be trimmed without affecting quality?
6. Can IRS take a small reduction?
7. Could O/DDI give up some of its vacancies?
8. Is there a potential saving from a reorganization of the way we provide policy support to the White House, e.g., by a new relationship between the Board of National Estimates and the DDI?
9. Could any savings result from the consolidation of in-depth political analysis presently conducted in OBGI, OCI, FBIS and BNE, separating out a truly current reporting and editorial staff?

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Attachment 2

Personnel Reduction Exercise

Plans Directorate Matters

1. Can the senior staffs (CA, CI, FI) be reorganized into one operations staff to reduce layering? Would savings result?

25X1 2. Can Ops support services throughout the Plans Directorate  be reorganized into a single Ops support staff to reduce layering? Would savings result?

3. Could some support functions be shifted back to the Support Directorate? Would savings to the Agency result?

25X1 4. Could  be closed?

25X1 5. Could the  facility be closed?

6. Could the numbers of clandestine officers in Headquarters be reduced?

7. Does SB Division need a CI staff?

8. Are CA officers required in regional divisions?

9. Are files and registry activities organized as efficiently as possible? Are there machine methods available for improving production in these areas?

25X1

11. Should any portion of  be curtailed?

25X1

12. What can be done to reduce the personnel in Vietnam and Laos?

25X1

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25X1

14. Do we need a  contingency capability? If so, what size?

25X1

15. Can the  program be reduced?

25X1

17. Is there a better way of managing support to field stations? Will machinery help?

25X1

19. Should we merge

25X1

25X1

21. Are savings possible from a rearrangement of IWOG, CSDO, OpCenter and Cable Sec's responsibilities and relationships?

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Personnel Reduction Exercise

Science and Technology Directorate Matters

25X1 1. The [ ] program is being addressed separately.

2. If CIA participation in the [ ] program were terminated in FY 74, a logical consequence would be the merger of OSA's remaining functions in OSP. If this should occur, how many positions would be saved?

25X1

25X1 3. Can [ ] SIGINT staff positions in the DD/S&T office be eliminated? What would be the loss?

25X1 4. Is a separate [ ] communications organization still necessary? Could some positions be saved by moving this function to the Office of Communications?

5. Can the immediate staff of the Director of ORD be reduced without substantial loss? Can Executive Officer and other front office staff positions be eliminated throughout the Directorate without serious impact? Could the total operation of the Contract Information System be absorbed by OCS? Despite the acknowledged priority of the SPS activity, are the front office staffs as lean as possible? Is the special assistant position in OSP required?

25X1 6. The [ ] is in for [ ] additional positions. These are justified on the basis of current under-manning and projections of ever-increasing commo load. In the first instance, the [ ] has been able to function for at least two years with help from FMSAC personnel in stress situations. In the second instance, there is a disturbing implication that [ ] and other pre-processing steps taken at [ ] will increase commo requirements (the inference being that on-site automation to relieve manual redundancy in data processing will

25X1

25X1  
25X1

25X1 [ ]  
[ ] Please re-examine the role of the [ ]

25X1

25X1

once more in terms of joint manning by FMSAC personnel, rationale for the requested increase in light of apparently efficient operations to date with current staff, and comment on projected trends in manpower and equipment for this activity.

25X1

8. Can the projected personnel saving in  be advanced into FY 74 or even FY 73? (How many of the projected  positions to be saved are required to bolster the Operations Division? Can some programmer slots be converted to operations?)

25X1

25X1

9. Can positions be saved in the  program by transfer to other agencies?

25X1



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Attachment 2

Personnel Reduction Exercise

Support Directorate Matters

1. Can we find ways of maintaining security with fewer people? Would mechanization help?

2. Do we need all the supervisory positions in the Office of Security?

3. Can't we find a way to guard  without using staff positions?

25X1

4. Can the Training staff be reduced?

5. Can the Logistics staff be reduced? Would new techniques help?

6. Can we speed up the eventual planned personnel saving in the Office of Communications? If so, how?

7. Can we do anything to cut down or control the Commo workload?

25X1

9. Should we recentralize Support functions? Would it result in a savings?

25X1

11. Can we get greater other agency contributions to the ACM training program?

12. Could we consolidate courier systems, communications systems, security systems?

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13. Could the Office of Finance do with less superstructure?  
Could some finance divisions be consolidated? Are mechanical  
aids being used to maximum advantage?

14. Would a purge of inventory lessen the need for Logistics  
personnel?

15. Could we phase  down or out?

25X1

16. Should we consolidate ? Would it  
save personnel?

25X1


17. Can we save any positions in the Cable Secretariat? .

25X1

19. Should we merge OC/SPD with Staff D?

MEMORANDUM FOR: *HO/DCI*

*Do we have  
any ideas, suggestions  
or concerns?*



*10 DEC 1972*  
Executive Director (DATE)

FORM NO. 101 REPLACES FORM 10-101  
1 AUG 54 WHICH MAY BE USED.

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